

Charlestown Mall

Box 2

Document 1

CHARLES TOWN
ANTICIPATED DRAW ON
REVOLVING CREDIT LINE

<u>DATE</u> (1)	<u>AMOUNT</u> (1)
Upon Closing: (Est. 4-15-79)	
Repay existing debt	\$145,000
Payment of interco payables	92,000
Payment of current payables	<u>110,000</u>
	\$347,000
5-30-79	100,000
6-30-79	200,000
7-30-79	100,000
9-30-79	100,000
11-30-79	<u>100,000</u>
	\$947,000

(1) - Both timing and amount are estimated based on our current projections of monthly square foot rentals and an anticipated increase in construction activity due to the availability of funds. This new construction should substantially accelerate Phase II development.

CHAMROCK HILLS

DUE TO PARENT CORP.

14,634.56

CASH IN BANK

327.94

CASH IN SAVINGS A/C

143.04

MORTGAGE RECEIVABLE

14,163.58

J-9

GATANO

CONSTRUCTION

103-045 CASH IN BANK

327.94

103-055 CASH IN SAV A/C

143.04

129-000 MORTGAGE RECEIVABLE

14,163.58

128-000 LOANS TO AFFILIATES

14,634.56

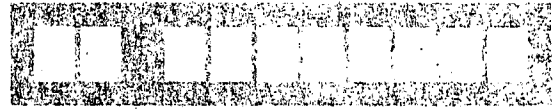
NY NIAGARA
MOHAWK

60 30380714260-8274311182938311894908229

12

CHAS A GAETANO INC
311 TURNER ST
UTICA NY 13501

60



8829097

H
H1 AB60
91 2

300 ERIE BLVD W
SYRACUSE NY 13202

16

Due date	Total amount due after due date	on or before due date
AUG 17 79	11894908	11829383

Please bring entire bill when paying in person.
Return only this portion when paying by mail.
Detach at dotted line below.

NIAGARA MOHAWK POWER CORPORATION

243 GENESEE ST UTICA NY 13501
TELEPHONE 724-7121

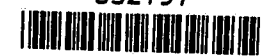
When calling or writing please
use this account number

1660 3038 071 426 0

For service at		311 TURNER ST UTICA NY 13501									
Description	Service to from	Meter reading present	previous	Multiplier or factor	Quantity used		Billed amount plus late payment charge		Billed amount		
DEMAND-METERED		04.59	04.23	4000	1440.0	KW					
DEMAND-BILLED					1440.0	KW					
HIGH VOLTAGE ADJ					1415.0	KW					
REACTIVE-METERED		01.18	01.11	4000	280.0	ORKVA					
REACTIVE-BILLED						ORKVA					
ELECTRIC-METERED		01824	01682	4000	568000	KWH					
ELECTRIC-BILLED	720620				568000	KWH3					
EL FUEL ADJ				.009067	568000	KWH					
SALES TAX				7.0%							
TOTAL ELECTRIC					568000	KWH					
GAS-METERED		132126	129824	10	23020	CCF					
GAS USED	720620	23020		CCF X-1.06159	24438	THM					
GAS-BILL MINIMUM					35874	THM3					
PURCHASE GAS ADJ				.054425	24438	THM					
SALES TAX				7.0%							
TOTAL GAS					35874	THM					
TOTAL CURRENT CHARGES											
PREVIOUS BALANCE											

-FINAL DISCONNECT NOTICE-SEE ENCLOSED INSERT-
THE PREVIOUS BALANCE IS PAST DUE. THIS AMOUNT MUST BE PAID
ON OR BEFORE AUG 6 1979 OR SERVICE MAY BE DISCONNECTED.
PLEASE DISREGARD THIS NOTICE IF PREVIOUS BALANCE IS PAID.

532797



* Estimated reading	APPROXIMATE DAILY AVERAGE	Due date	Total amount due
	DAYS KWH/THM AMOUNT		after due date on or before due date
MON AUG 20	5160 20 11822 2	AUG 12 79	11894908 11829383

CHAS A GAETANO INC
311 TURNER ST
UTICA NY 13501

60

Due date 6179091

Total amount due
after due date on or before due dateH1 A860
91 2243 GENESEE ST
UTICA NY 13501

16 JUL 18 79 8829097 8769884

243 GENESEE ST UTICA NY 13501

TELEPHONE 724-7121

For service at 311 TURNER ST UTICA NY 13501

1660 3038 071 426 0

Description	Service to from	Meter reading present	Meter reading previous	Multiplier or factor	Quantity used	RATE	Billed amount plus late payment charge	Billed amount
DEMAND-METERED		04.23	03.91	4000	1280.0	KW		
DEMAND-BILLED					1280.0	KW		
HIGH VOLTAGE ADJ					1255.0	KW CR	472776	459840
REACTIVE-METERED		01.11	01.08	4000	120.0	CRKVA	69025CR	69025
REACTIVE-BILLED					120.0	CRKVA	00	00
ELECTRIC-METERED		01682	01564	4000	472000	KWH		
ELECTRIC-BILLED 620521					472000	KWH3	865728	840778
EL FUEL ADJ				.008124	472000	KWH	383453	383453
SALES TAX				7.0%	472000	KWH	113053	113053
TOTAL ELECTRIC					472000	KWH	1765985	1728099
GAS-METERED		129824	127680	10	21440	CCF		
GAS USED	620521	21440	CCF X	1.05035	22520	THM		
GAS-BILL MINIMUM					35874	THM3	738122	716795
PURCHASE GAS ADJ				.039725	22520	THM	89461	89461
SALES TAX				7.0%	35874	THM	56438	56438
TOTAL GAS							884021	862694
TOTAL CURRENT CHARGES							2650006	2590793
PREVIOUS BALANCE							6179091	6179091

-FINAL DISCONNECT NOTICE-SEE ENCLOSED INSERT-
THE PREVIOUS BALANCE IS PAST DUE. THIS AMOUNT MUST BE PAID
ON OR BEFORE JUL 6 1979 OR SERVICE MAY BE DISCONNECTED.
PLEASE DISREGARD THIS NOTICE IF PREVIOUS BALANCE IS PAID.

532798



* Estimated reading

APPROXIMATE DAILY AVERAGE

Due date

Total amount due
after due date on or before due dateFRI JUL 20
Next meter readingDAYS
ELEC 30
GAS 30KWH/THM
15733.3
1195.8AMOUNT
\$576.03
\$287.56

JUL 18 79

8829097 8769884

CHAS A GAETANO INC
311 TURNER ST
UTICA NY 13501

60

7769760

H1 AB6
93

243 GENESEE ST
UTICA NY 13501

17

Gross total is due after	Gross total	Net total
APR 19 79	11733885	11645293

Please bring entire bill when paying in person
Return only this portion when paying by mail
Detach at dotted line below

NIAGARA MOHAWK POWER CORPORATION

243 GENESEE ST UTICA NY 13501
TELEPHONE 724-7121

When calling or writing please
use this account number

1760 3038 071 426 0

For service at 311 TURNER ST UTICA NY 13501

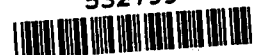
Description	Service to from	Meter reading present	previous	Multiplier or factor	Quantity used	Gross amount	Net amount
DEMAND-METERED		03.35	03.07	4000	1120.0 KW		
DEMAND-BILLED					1120.0 KW	388858	377909
HIGH VOLTAGE ADJ					1095.0 KW	CR 54568	CR 54568
REACTIVE-METERED		01.05	01.03	4000	80.0 RKVA		
REACTIVE-BILLED					.0 RKVA	00	00
ELECTRIC-METERED		01330	01207	4000	492000 KWH		
ELECTRIC-BILLED	322221				492000 KWH	875043	850228
EL FUEL ADJ				.006215	492000 KWH	305778	305778
SALES TAX-NET				7.0%		103554	103554
TOTAL ELECTRIC					492000 KWH	1618665	1582901
GAS-METERED		117064	108258	10	88060 CCF		
GAS-BILLED	322221				88060 CCF	1835908	1783080
PURCHASE GAS ADJ				.040832	88060 CCF	359567	359567
SALES TAX-NET				7.0%		149985	149985
TOTAL GAS					88060 CCF	2345460	2292632
TOTAL CURRENT CHARGES						3964125	3875533
PREVIOUS BALANCE						7769760	7769760

-FINAL DISCONNECT NOTICE-SEE ENCLOSED INSERT-
THE PREVIOUS BALANCE IS PAST DUE. THIS AMOUNT MUST BE PAID
ON OR BEFORE APR 6 1979 OR SERVICE MAY BE DISCONNECTED.
PLEASE DISREGARD THIS NOTICE IF PREVIOUS BALANCE IS PAID.

4/9
4/27

25000
25000

532799



* Estimated reading	APPROXIMATE DAILY AVERAGE	Gross total is due after	Gross total	Net total
MON APR 23	DAYS KWH/CCF AMOUNT	APR 19 79	11733885	11645293
Next meter reading	ELEC 29 16965.5 \$545.83 GAS 29 3036.6 \$790.56			

May 19, 1978

Mr. James Paisley
Paisley & Friends, Photographers
1506 Whitesboro Street
Utica, New York 13502

Dear Mr. Paisley:

Please be advised that unless your past due rental charges are paid, in full, prior to your lease termination date of May 31, 1978, we will be forced to institute legal proceedings to collect same.

Our records indicate a net balance due of \$1,706.54, broken down as follows:

Due from Paisley	\$3,569.63 ←
Due to Paisley:	
Castano Realty Corp.	(462.47) ←
Castano Construction Corp.	(249.60) ←
Charles Town	<u>(1,151.02) ←</u>
Net Balance Due	<u>\$1,706.54</u>

We are forced to take this action due to your repeated failure to meet agreed paydown schedules as agreed. If you have any questions concerning this matter, please feel free to contact me.

Very truly yours,

CASTANO REALTY CORPORATION

Spencer J. Boyce
Chief Financial Officer

SJB:jb

DATE October 3, 1977

Charles Town Development Corp.
311 Turner Street
Utica, New York 13501



Paisley & Friends, Photographers
1506 Whitesboro Street, Utica, New York 13502
Phone 315/732-8262

DESCRIPTION

AMOUNT

October 1977 Issue Charles Town News

Design & render masthead - 9/7/77- 7 hrs. @ \$10.00 per hr	\$ 70.00
- 9/9/77- 3 hrs. @ \$10.00 per hr	30.00
Consultation with printer- 9/8/77- 1 hr.@ \$10.00 per hr	10.00
Spec type for newspaper - 9/12/77-2 hrs. @ \$10.00 per hr	20.00
Expediting type - 9/13/77 - 1 hr. @ \$6.00 per hr.	6.00
Work on newspaper - 9/12/77 - 2 hrs. @ \$10.00 per hr.....	20.00
- 9/15/77 - 2 hrs. @ \$10.00 per hr.....	20.00
Render Logo board - 9/15/77 - 3 hrs. @ \$10.00 per hr.....	30.00
Typesetting - 9/15/77 - 1 hr. @ \$6.00 per hr.....	6.00
Conference w/Ed Blackman - 9/16/77 - 1 hr.@ \$10.00 per hr	10.00
Render final logo (open version) 9/20/77-4 hrs.@ \$10.00	40.00
Proof reading & cutting - 9/21/77 - 3 1/2hrs. @ \$7.50 per	26.25

-continued-

DATE October 3, 1977

Charles Town Development Corp.

Page 2



Paisley & Friends, Photographers
 1506 Whitesboro Street, Utica, New York 13502
 Phone 315/732-8262

DESCRIPTION	AMOUNT
Expedite boards - 9/21/77 - 1 hr. @ \$7.50 per hr.....	\$ 7.50
Copy fitting & layout - 9/21/77 - 5 hrs. @ \$10.00 per hr.	50.00
9/26/77 - 6 hrs. @ \$10.00 per hr.	50.00
9/26/77 - 3 hrs. @ \$7.50 per hr.	22.50
9/27/77 - 8 hrs. @ \$10.00 per hr.	80.00
9/27/77 - 4 hrs. @ \$7.50 per hr.	30.00
9/28/77 - 3 hrs. @ \$10.00 per hr.	30.00
9/28/77 - 5 hrs. @ \$7.50 per hr.	37.50
Photographic prints - 9/27/77 - 2 hrs. @ \$7.00 per hr....	14.00
- 9/28/77 - 1 hr. @ \$7.00 per hr.....	7.00
Work Total.....	\$616.75
4% New York State Sales Tax.....	24.67
TOTAL AMOUNT DUE.....	\$641.42
2% discount if paid within ten days.	

DATE November 8, 1977

Charles Town Development Corp.
311 Turner Street
Utica, New York 13501



Paisley & Friends, Photographers
1506 Whitesboro Street, Utica, New York 13502
Phone 315/732-8262

DESCRIPTION

AMOUNT

Design, consultation, mechanical for Charles Town
letterhead and envelope.

Consultation, stock selection, design, lay-out, and
mechanical for letterhead and envelope - eleven hours
at \$25.00 per hour.....

\$275.00

Five negatives and stats for reproduction @ \$15.00.....

75.00

Work Total.....

350.00

4% New York State Sales Tax.....

14.00

TOTAL AMOUNT DUE.....

\$364.00

DATE December 8, 1977

Charles Town Development Corp.
 311 Turner Street
 Utica, New York 13501



Paisley & Friends, Photographers
 1506 Whitesboro Street, Utica, New York 13502
 Phone 315/732-8262

DESCRIPTION

AMOUNT

Black & White Photography and Printing, Concept, Design, Layout, for Charles Town Student Housing Mailer	
B&W Photography and Prints.....	\$40.00
Design & Layout - Four hours @ \$25.00 per hr.....	100.00
Work Total.....	\$140.00
4% New York State Sales Tax.....	5.60
TOTAL AMOUNT DUE.....	\$145.60

premiums would not be tax deductions for the employee, they would in fact cost even more if he bought his various coverages himself. The total benefit value would rise even higher if this factor were figured in.

Employee Cost Reports give a breakdown of the cost per hour for each employee. Such reports not only remind the employee of the benefits provided by the company, but they let him see himself from a cost viewpoint as the company sees him. Calculating these costs can also be enlightening to companies that do not ordinarily review their labor costs in terms of net production time after vacations, sick time, etc., have been deducted. A sample form is given in Figure 2.

Figure 2

EMPLOYEE COST PER HOUR REPORT**SUMMARY OF BENEFITS PAID BY EMPLOYER**

(Based on hourly wage of \$5.00)

Gross income paid from 1/1/78 to 12/31/78	\$10,400
Matching Social Security Payment (6.05%)	629
Federal Unemployment Tax (.05%)	52
Workers' Compensation (3.80% per \$100)	395
State Unemployment Tax (2.7%)	281
Plus Employer Contributions for:	
Health Insurance (less employer contributions)	986
Life Insurance	30
Pension Plan	1,040
Stock Purchase Plan	—
Plus Product Discounts	—
Plus Production Incentives	500
Plus Bonuses	—
Plus Cafeteria Costs	—
Plus Work Clothes Costs	120

Total Employer Costs: \$14,433

SUMMARY OF PRODUCTIVE HOURS

Normal work hours (including overtime) for above period 2,080

MINUS paid hours for:

Vacations (2 weeks)	80
Sick leave (6 days)	48
Jury duty	—
Death in the family	—
Holidays (8 days)	64
National Guard duty	—
Wash-up Time (10 min/day)	41
Rest Periods (20 min/day)	82
Machine Down Time	60
Machine set-up time done by others	—

Total Hours Deducted: 375

Net Productive Hours: 1,705

COST PER HOUR CALCULATION

Net Employer Costs = Cost Per Hour $\frac{\$14,433}{1,705} = \8.47 per hour

vehicles even for a small private company. Originally, they were just financial statements. Today, however, corporations use them to better advantage, including communicating benefits. They produce glossy, full-color reports that are more like sales tools than financial statements. They distribute these, not only to their stockholders, but to banks, customers, suppliers—and employees. For example, Diebold, Inc., arms all of its salespeople with annual reports. Wheelabrator-Frye, Inc., (Hampton, NH) issues a second version for children.

What all this means is that the annual report is being recognized for its potential to do more than simply satisfy an S.E.C. requirement. And because most private companies collect data anyway at the end of their fiscal year for planning purposes, it is not a great burden to take the extra step of summarizing some of that data in report form to distribute to employees and others. Employees like to feel they are part of a going concern, and they feel more secure if plans and projects for the future are shared with them.

Every annual report reflects an image of the company that produces it. Following these guidelines can enhance that image:

- *Get the right message across.* The goal is to generate confidence in the company and in its managerial team.
- *Be honest and direct, clear and simple.* Unless the report is read and understood, the effort will be wasted.
- *Express a company style.* Your report should look and sound unique, as if it could have come from no other company. For example, if your company is growing rapidly, stress this; if you have a reputation for innovation, let your report get that across.
- *Be enthusiastic.* Enthusiasm is contagious and generates confidence. The annual report should read like a sales tool, not a dry financial statement.

CONCLUSION

Before implementing a revised benefit communication strategy you will want to determine what employees already do or do not understand about fringe benefits. A brief questionnaire included in pay checks, or in the annual report given to each employee, followed up with personnel interviews can provide this information. Then after putting the new strategy into effect, check again to see if it is working. Do employees appreciate their fringe benefits more as a result of your new attempts to communicate them? If many employees speak a language other than English, you may want to prepare your communications to them in the language they understand.

Annual Reports can be effective communication

A case history:

MAKING JOB INCENTIVES WORK

For many companies, the biggest weakness in incentive plans that have step increases, is that increments, once earned, can never be rescinded. This plan, adopted by the City of San Luis Obispo, addresses this weakness without in any way undermining the system. Incentive pay is still available to all who want to work for it, but it is paid only so long as people are willing to work for it. Poor performance results in less pay, however, employees can work to reinstate their benefits.

Gordon R. Johnson, Personnel Director for the City of San Luis Obispo, CA, developed a way to handle unsatisfactory job performance. He saw that the wages and benefits that were available to employees were not serving as an incentive because salary increases were largely automatic.

The Five Step Plan provided for a series of salary increases in all job categories.

- | | |
|--------------------------------|------------------------------|
| 1: Entry level | 4: Above average performance |
| 2: Improved work incentive | 5: Outstanding performance |
| 3: Fully qualified performance | |

Employees moved to the top of their range automatically, and there they would remain regardless of their job performance.

Promotions were geared to various levels of expertise, but Johnson observed that some employees would show less concern for how well they did their jobs as they moved up the ladder. Their inefficient performance created resentment among co-workers who shared the same classification and pay rate.

Johnson felt that the traditional disciplinary tools of suspension, demotion, and discharge were too harsh in these situations, and he looked for intermediate measures that would affect workers while they were on the job.

Rather than trying to come up with a new program, he found a way to modify the existing policy to encourage better job performance.

Beginning in July of this year each employee is rated by a different set of job factors, as defined by his or her job description and classification. These factors, in turn, determine the established standards set for each job which serve as the foundation for Johnson's three, non-traditional approaches to the problem of lagging performance.

Incentives. The Educational Incentive Plan formerly provided automatic salary increases upon satisfactory completion of college courses. Under the new plan, if an employee receives an educational increment, he must continue to maintain or improve his job performance. If he does not, his department head, with the concurrence of the administrative officer, may suspend payment of the incentive benefits.

Ratings. An employee who is not performing up to established standards can be Y-Rated, which is the designation used to indicate that his or her salary has been frozen at its current level. Y-Ratings are customarily used in conjunction with annual salary step increases, and raises are withheld until performance improves. Department heads must give 60 days notice before imposing a Y-Rating, giving employees time to shape up and avoid the penalty.

Evaluations. After employees have reached the top of their salary range at Step 5, they are periodically evaluated to determine if they are continuing to perform at the "outstanding performance" level. When an employee is not performing up to standard, his department head gives him written warning. If his performance does not improve sufficiently during the next 60 days, he reverts to Step 4 and takes a reduction in pay.

Conclusion. The success of the plan is best seen in the support it has received from San Luis Obispo's 220 employees who are affected by it. The maintenance of high standards has had a decidedly positive effect on their morale.

NOTE: We plan each month to approach a few of our subscribers and ask you what your company is doing that's new and unique. Please be candid with us when we call. And if we don't call you, please feel free to call us. (408) 649-1691

repeatedly remind employees to sign up before the enrollment deadline. Using new and different means to remind employees of their benefits' value is the most challenging part of a good benefit communication strategy — you want to keep the facts before them without turning them off with the same monotonous message.

COMMUNICATION VEHICLES

There are many ways to get a message across.

- *Personalized benefit statements* which outline each individual's benefits and their dollar value. These are usually prepared annually.
- *Folders for new employees* that describe not only all company-sponsored benefits, but state and federally mandated benefits as well.
- *Annual reports* that are designed to convey more than just financial information.
- *Bulletin boards* can catch attention and communicate boldly if they are carefully arranged. They work best to announce, highlight, or remind.
- *Certificates* mark milestone events such as 25 years of service, or 100% vested in a retirement plan.
- *Identification cards* summarizing health insurance coverage also serve as a frequent reminder of this benefit protection.
- *Pay envelope inserts* guarantee distribution and are low in cost.
- *Company publications* can serve all four objectives, but are especially effective for in-depth analyses of benefit plans.
- *Telephone hot lines* give employees a chance to raise questions or express concerns about their benefits. Operators trained to field questions or find answers are especially effective in situations where a change in benefits requires employees to decide something, i.e., whether to enroll in a contributing pension plan.
- *Media presentations* such as films, recordings, or flip charts can get your message across in a striking way. For example, important or sensitive information could be recorded on the thin, flexible records occasionally found in magazines. The record would deliver your message consistently and is unusual enough to leave an impression.
- *Face-to-face meetings* are probably the most effective way to communicate with small or special groups. Sometimes family members can be included. For the profit-sharing plan at U.S. Gear Co., biweekly meetings are held for its 300 employees at which damage, vandalism, excessive scrap, and waste are translated into dollar losses in profit-sharing accounts.

One possible approach could *combine* several vehicles with a concern for individualized impact, i.e., presenting

personal circumstances in a way that lets employees "see themselves" in the information they receive, by using:

- 1) *Annual personalized benefit statements.*
- 2) *Employer cost reports.*
- 3) *The company's annual report.*

Personalized benefit statements focus on the value of the benefits to the employee, rather than on their cost to the company. The standard of comparison is what it would cost the individual to buy these benefits himself. A typical benefit audit statement is given in Figure 1. It can be modified as circumstances dictate, with perhaps one version for hourly workers and another for salaried and/or management personnel.

Figure 1

YOUR COMPENSATION PACKAGE

Below is a summary of the retirement, illness, disability and death benefits that the company provides, either wholly or in part. Your annual contribution is listed, and so is the cost if you were to purchase equivalent coverage for yourself.

(NQTE: Insurance figures are based upon a male age 45 with dependents. Pension plan requires 10% of salary to be paid by company.)

<u>Benefit</u>	<u>Your Annual Contribution</u>	<u>Cost if You were to Buy It Yourself</u>
Medical Program	\$ 457	\$1,500
Life/Accident/Disability	none	550
Pension Plan	none	2,500
Social Security	1,072	2,144
Totals:	\$1,529	\$6,694

Net Value of Benefits:	\$ 5,165
Annual Salary:	25,000

Total Value of Your Compensation Package:	\$30,165
---	----------

The actual dollar value of insurance, money that will be paid out to you, cannot be determined, but the potential dollar value is enormous. The company now pays the full cost of your basic and major medical insurance, including one-half of your dependents' coverages. It also pays for your life/accident/disability insurance, your pension contributions, and it matches what you pay for social security.

The Personalized Benefits Statement is a proven effective communication idea. A survey of employees after receiving such a statement in Abbotts Laboratories indicated that employees favored continuing this type of statement 549 to 1. There are a few points to remember: If salaries are adjusted once a year at a particular time (such as Jan. 1st), put the statement out after this has been done, since increases in compensation affect benefits such as pensions, social security payments, etc. Make sure there are no technical errors in text. Keep it simple.

A relevant factor, which could be included in such a statement, is the point that since most individual-policy

COMMUNICATING FRINGE BENEFITS

Rather than complain about costs, companies should make sure that employees appreciate how valuable their fringe benefits are.

Few companies bother to help employees really understand the value of their fringe benefits. Ask any employee what he earns, and the figure that will most likely come into his mind will be his take-home pay. He may not even know what his total pay is before deductions, and only rarely will he include the value of his fringe benefits as part of what he gets paid.

Because fringe benefits tend to be intangible and/or deferred, employees either forget about them or take them for granted. Many people are even unaware of the benefits that the law demands an employer to provide, to say nothing of any additional benefits a company may offer for the purposes of motivating and retaining employees. As a result, a company can spend 35 to 40 percent of its total outlay for compensation on fringe benefits without getting any return on that investment.

Obviously, companies have not been very good at communicating these benefits. As an afterthought someone will explain the benefit package or hand out a "dry," legal-looking pamphlet. Unions do a much better job, of course; they present themselves as the *source* of the benefits while the company quietly *pays* for them.

This communication failure manifests itself in these three ways:

- **Misconceptions** — All employees perceive their benefits differently from one another, and differently from what management intends. When 300 executives of a large corporation were asked recently, what they thought a particular pension benefit would cost them if they were to provide it for themselves, their answers ranged all the way from 15 to 400 percent of the actual figure.
- **Recruiting** — Attractive benefit packages will help recruit employees *only* if they are able to compare what is being offered with what they are already getting.
- **Retention** — Companies which pay average salaries but offer greater benefits than the competition, will lose this advantage if their employees do not realize what they are receiving. Rewards earned now for the future,

the so called "golden handcuffs," only retain employees if they understand them.

COMMUNICATION

A firm should be able to tell its total compensation story in a way that will clarify and enhance the perceptions of its employees. But it must be recognized that communicating requires both a sender and a receiver. Too often a program to tell employees about benefits, will consist only of one-way messages with no assurance that anyone is paying any attention. Even face-to-face conversations do not guarantee communication. When two people are simply either speaking or waiting to speak, and neither is listening to or adjusting for the words of the other, you have two monologues masquerading as a conversation.

To plan your strategy, the key questions are: What do I want to communicate? Who is the receiver? In what form can I best establish communication? When and how often will this communication occur?

Communicating benefits can be accomplished one or more of these four basic ways:

- **Announce** a new benefit or an improvement in an existing one.
- **Highlight** the essential features of some particular benefit.
- **Analyze** in detail how employees are affected by a particular benefit.
- **Remind** employees of the availability and/or value of the various benefit programs.

Consider how to meet these four basic objectives, within the constraints of your operation: How much can you spend on benefit communication? How accessible are your employees? Would personal contact be necessary, or could more general, formal communication be nearly as effective?

You could announce a new group insurance plan in a colorful way, for example, highlight several features of the plan, follow-up with a detailed analysis, and

NIAGARA MOHAWK



Chas. A. Gaetano Const. Co.

311 Turner Street
Utica, New York 13501
1760-3038-071-303-0

APPLICATION FOR GAS SERVICE

FORM "A"

Date February 17, 1978

THE UNDERSIGNED, (hereinafter called "Customer") hereby applies to NIAGARA MOHAWK POWER CORPORATION (hereinafter called "Company") to supply gas for use upon the premises located _____
311 Turner Street, City of Utica, County of Oneida,

State of New York

_____ for and during the
period of one year from December 21, 1977

and thereafter until canceled. Customer agrees to observe and perform all rules and regulations of Company and to pay the rates provided by Service

Classification No. 3 P.S.C. No. 215 filed with
the Public Service Commission of the State of New York as the same may
be from time to time changed, amended and/or supplemented.

CHARLES A. GAETANO CONSTRUCTION COMPANY

Customer

By *Charles A. Gaetano*

ACCEPTED:

NIAGARA MOHAWK POWER CORPORATION

By *Michael C. Morette*

Michael C. Morette
Consumer Relations Manager
Utica Area

Monthly Limitation 132,880 CCF
Annual Limitation 986,280 CCF

532800



Superseding

Ninth Revised Leaf No. 36

Eighth " Leaf No. 36

**SERVICE CLASSIFICATION NO. 3
LARGE GENERAL SERVICE**

APPLICABLE TO USE OF SERVICE FOR:

All purposes except as otherwise provided in Service Classification No. 1. Available in all territory served when Company has facilities suitable and adequate for the load.

CHARACTER OF SERVICE:

Continuous, except as provided in Rule 3 of Rules and Regulations. Natural gas or a mixture of natural gas and other gas of not less than 1000 British Thermal Units per cubic foot. Normal pressure 6 inches, but not less than 4 inches, water column.

THIRTY DAY RATE: (See Special Provisions)

		Late Payment Rate	Rate
First	7200 Therms or less	\$2,436.00	\$2,365.00
Over	7200 Therms, per Therm	.3216	.3123

THIRTY DAY MINIMUM CHARGE:

The thirty day minimum charge is the charge for one-third of the highest thirty day equivalent usage taken during any monthly billing period ending in the next previous months of November through April inclusive, but in no case less than \$2,365.00; \$2,436.00, including late payment charge, exclusive of Purchased Gas Adjustment. In addition to the minimum charge, customers may be required to pay a surcharge when service is taken from a main extension constructed in accordance with Rule 10, General Information.

PURCHASED GAS ADJUSTMENT:

The charges set forth herein shall be subject to a Purchased Gas Adjustment per Therm of gas supplied hereunder when changes from the base cost occur, as explained in Rule 17 of this schedule.

BTU ADJUSTMENT:

Volumes of gas registered at the customer's meter, in Ccf, will be adjusted for Btu content, in Therms, as stated in Rule 14.3.

REDUCTION IN RATES AND CHARGES:

The rates and charges shown under Thirty Day Rate and Thirty Day Minimum Charge, exclusive of purchased gas adjustment and late payment charges, shall be reduced by 0.57 percent, commencing with the effective date of this tariff leaf and ending two years from such effective date, as ordered by the Public Service Commission, State of New York.

Date of issue March 3, 1980

Date effective -April 3, 1980--

Issued by William J. Donlon, President, Syracuse, N. Y.
Effective March 7, 1980 pursuant to the Order of the Public Service Commission, dated March 6, 1980 in Case 27540.

Fourth Revised Leaf No. 37
Superseding Second " Leaf No. 37

SERVICE CLASSIFICATION NO. 3 (continued)

INCREASE IN RATES AND CHARGES:

The rates and charges under this service classification, including Purchased Gas Adjustment and minimum charge, will be increased by a tax factor pursuant to Rule 21.

TERMS OF PAYMENT:

The difference between Late Payment Rate amount and Rate amount represents a late payment charge. Bills calculated at the above Rate will be accepted on or before the date specified on the bill; otherwise the amount due will be calculated at the Late Payment Rate.

TERM:

One year and thereafter until cancelled.

SPECIAL PROVISIONS:

- A. Company shall not be obligated to supply service facilities of a capacity in excess of that necessary to supply utilization equipment normally and regularly used by customer.
- B. Written application upon Company's prescribed forms is required.
- C. Whenever service is supplied from a main extension constructed in accordance with Rule 10 of General Information and whenever such service is subject to a surcharge determined pursuant to these rules, customer shall adhere to the following:
 1. Comply with all of the applicable provisions of the rules including the guarantee to pay the surcharge, and
 2. Upon terminating service, pay the balance due on the surcharge for the first year if service has been taken for less than one year.
- D. Service under this service classification may be terminated at the conclusion of the October billing period of any calendar year, or prior thereto upon payment by customer of the minimum charges applicable hereunder for the remainder of such term.
- E. A customer taking service under this service classification may request Company to discontinue the supply of gas during any or all monthly billing periods ending in the months of November, December, January, February, March and April whereupon the Company shall waive the minimum charge for those months when no gas is taken by customer and no bill shall be rendered for such months.

Date of issue August 28, 1979

Date effective - ~~October 29, 1979~~ -

Issued by John G. Haehl, Jr., President, Syracuse, N. Y.
Effective November 5, 1979 pursuant to the Order of the Public Service Commission, dated October 30, 1979 in Case 27540

Superseding

Seventh Revised Leaf No. 38

Sixth " Leaf No. 38

SERVICE CLASSIFICATION NO. 3 (continued)

SPECIAL PROVISIONS: (continued)

- F. When the applicant to be served is equipped with a dual burner installation adapted for use of either gas or other alternate fuel and when the business to be served requires that Company supply facilities with a gas output capacity of 3,000,000 Btu per hour or more at normal pressure of 6 inches water column, and when the gas service will not be utilized initially, such facilities will be constructed only when applicant:
 1. Agrees to pay Company a minimum annual amount for service during each of the first five years equal to not less than one-third of the actual reasonable cost to Company of all facilities installed on applicant's premises to supply his requirements, or
 2. Makes a cash contribution of the actual reasonable cost to Company of all facilities installed on applicant's premises to supply his requirements, less the actual reasonable cost of facilities which would be required for purposes other than the supply of service to dual burner equipment.
- G. Company will supply service to gas-fired emergency electric generators in accordance with Rule 20.
- H. Accumulative monthly gas consumption records will be maintained on a billing calendar year basis for each customer receiving gas service that is subject to the monthly and annual limitation on units of use set forth in Rule 3 of General Information. Whenever a customer's usage (a) on any billing period exceeds the applicable monthly limitation, on units of use or (b) in any calendar billing year exceeds the applicable annual limitation on units of use, overruns of the limitations shall be charged the following net rates in addition to the current Service Classification No. 3.
 1. Overruns of up to 3 percent of a customer's limitation on units of use shall be charged at the rate of 150 percent of the highest rate above the initial block of Service Classification No. 2.
 2. Overruns in excess of 3 percent up to and including 5 percent of a customer's limitation on units of use shall be charged at the rate of 200 percent of the highest rate above the initial block of Service Classification No. 2.

Date of issue July 5, 1979

Date effective September 5, 1979

Issued by John G. Haehl, Jr., President, Syracuse, N. Y.

Eighth Revised Leaf No. 39
Superseding Seventh " Leaf No. 39

SERVICE CLASSIFICATION NO. 3 (continued)

SPECIAL PROVISIONS: (continued)

3. Overruns in excess of 5 percent of a customer's limitation on units of use shall be charged at the rate of \$.956 per Therm.

Late Payment rates shall be 3 percent higher than the above rates. The Purchased Gas Adjustment rate pursuant to Rule 17 will not apply to penalty rates for overruns. Payment of the above charges shall not be construed as a waiver of possible termination of service because of persistent and flagrant excessive use pursuant to Rule 3.3 of General Information. Company, at its own discretion, will waive monthly and/or annual excess charges if gas is available for sale.

1. Customers, serving residential end use in condominium associations or cooperative housing corporations, have the option, with the consent of the Company, of paying for service under the Company's Monthly Budget Payment Plan.

The plan covers up to twelve months billing and can be started with the next billing for the batch in which the meter (s) is read. The initial budget amount is based on the preceding year's consumption, adjusted for known increases or decreases in anticipated use.

Monthly budget amounts are reviewed on an ongoing basis and may be changed, as needed, to produce level budget billings through the end of the budget period. The budget amount billed for the last month (the settlement month) will be the amount required to balance the accumulated budget charges with the accumulated actual service charges billed during the prior months.

Late Payment Charges will be the same amount as for actual service billings and will be assessed when the budget amount is paid late (after the due date). If the customer fails to pay the monthly Budget Amount or upon discontinuance of service, the Monthly Budget Payment Plan will be canceled and any deficiency shall be due and payable at once. Any overpayment shall be credited to the customer's account. The customer can cancel the plan at any time effective with his next regularly scheduled billing.

The Company will make available a budget brochure explaining how the Monthly Budget Payment Plan works.

Date of issue August 28, 1979

Date effective ~~October 29, 1979~~

Issued by John G. Haehl, Jr., President, Syracuse, N. Y.
Effective November 5, 1979 pursuant to the Order of the Public Service Commission, dated October 30, 1979 in Case 27540

SERVICE CLASSIFICATION NO. 3 (continued)

SPECIAL PROVISIONS: (continued)

I. Pursuant to the provisions of the Natural Gas Policy Act of 1978 enacted November 9, 1978, and Federal Energy Regulatory Commission regulations (18 CFR 282), in addition to tariff rates and charges including purchased gas adjustment, the Company will bill a surcharge up to the equivalent price of high sulfur No. 6 fuel oil as calculated and published by the Energy Information Administration, on non-exempt industrial gas consumed after December 31, 1979.

The surcharge shall be reduced by an amount equal to the product of the non-exempt quantities times the unit rate of all supplier refunds included in the current purchased gas adjustment applicable to gas purchased prior to January 1, 1980. The surcharge billed shall be determined on the basis of the alternate fuel price and subsequently adjusted if the supplier surcharge is less than the maximum surcharge permissible. Such surcharges shall be accounted for separately by the Company and passed along to the Company's pipeline suppliers.

The level of non-exempt usage at a non-exempt facility may be determined by customer certified estimate or on the basis of Company-customer agreements until November 1, 1980. Thereafter, natural gas quantities used for non-exempt purposes within an industrial boiler fuel facility shall be measured by submeters or determined pursuant to 18 CFR Part 282.54. The cost of submeters shall be borne by the end-user.

Date of issue December 18, 1979

Date effective January 18, 1980

Issued by John G. Haehl, Jr., President, Syracuse, N. Y.
Effective January 1, 1980 under authority of the Public Service Commission, State of New York, by its Order in Case 27658 issued December 28, 1979

INTER Company LOANS AS of 4/30/29

Prepared By	Initials	Date
Approved By		

ACCOUNTANTS SUPPLY HOUSE NO. 7304-X

(1)

(2)

(3)

(4)

LINE No.					LINE No.
	Construction Corp				
1	Realty Owe Const		65000-		1
2	CAG " "		56000		2
3	1/31 50000 direct to CT				3
4	2/28 6000 CAG				4
5					5
6					6
7					7
8					8
9					9
10					10
11					11
12					12
13	Garrett Realty				13
14					14
15	CAG/C.T Owen Realty		126600		15
16					16
17					17
18					18
19					19
20					20
21					21
22					22
23	THE ABOVE ARE LOANS ONLY				23
24	& DO NOT INCLUDE ABOVE BILLING				24
25					25
26					26
27					27
28					28
29					29
30					30
31					31
32					32
33					33
34					34
35					35
36					36
37					37
38					38
39					39
40					40

532801



Charlestown acc. pay -	41 -	41,000. -	
Realty acc. pay -	36.5 -	36,500. -	
Niagara Mohawk -	46.5	46,500. -	
Steinhurst -	- 0 -	10,000. -	
Const. Corp. -	30k	65,000. -	
Third Nat. Bank -	0 /	60,000. -	259,000. -

	<u>C.T</u>	<u>Realty</u>	<u>Total</u>
Cash on hand	153,000. -	-	153,000. -
Est. proceed prior to 6-30	<u>110,000. -</u>	<u>100,000. -</u>	<u>210,000. -</u>
	263,000	100,000. -	363,000. -

Delay to 6-30-79.

Third Nat. Bank 60,000. - *

Const. Corp. - 30k. 40k
 N.M.P. 46.5.
 Realty 36.5. -

Bill P.

Amount Billed thru 4/30/79

Button (43/131 + 545. ⁵⁶)	Cutler Federal	3900
Reed Paving 8,000	Hico	4800
Beang	Genuity Co	13,833
Vern Benedict 33,000 + 120. ⁰⁰ Extra	Seves	41,361 5/10
Procter Steel 75195	Cooper Drapery	
Metro Steel 46000	SEM	544,373 5/10
H M Fuds. 25000	Westinghouse	60,777.
Caco 230,000	SEM bank	6,435.
Hopkins & Riley 97500		
Delhi Steel 23235		
Raymond Kelley 7937		
Central City Roofing 34,950 + 119. ⁶⁰		
BR Johnson 27,500		
Inguois ?		
OH Door Co 825		
MACFEL 3000		
Utica Glass 26,700		
B & M Glass 11,270		
Kelley Bros 35895		
Sqroi 211,500		
Iorio 18,264 5/9 22585		
St. Line Tile 21,077		
Sullivan Sales 9791		
Eastern Paint 20,870		

NOV 11 1966

TO: THE MAY COMMISSION

Mr. Barach was seen in our Medical Clinic. He stated he is not well and should refrain from any and all strenuous activities.

Discharge from Post. at 12:00 PM. at 12:00 PM. at 12:00 PM.

PURPOSE	HOSPITALIZATION	
	DATE	
	FROM	TO

I certify that the above named person is a member of the May Commission and is a member of the May Commission.

Witness my hand and seal this 11th day of November 1966.

John T. Brown
JOHN T. BROWN, Chief, Medical Administration

VA FORM 10-2382
NOV 5/3

EXPIRING STOCK OF VA FORM 10-2382
MAR 1970 WILL BE CANCELLED

CERTIFICATE

McQUADE AND BANNIGAN, INC.

TELEPHONE 724-7119

SALES

CONTRACTORS EQUIPMENT

RENTALS

SCAFFOLDING—COMPRESSORS—PUMPS—HEATERS

LIGHT PLANTS—VIBRATORS—TROWELS—COMPACTORS

ELECTRIC HAMMERS, MIXERS, INDUSTRIAL VACUUM CLEANERS

1300 Stark Street

Utica, N. Y. 13502

Time 11:00 Date 8-16-79

Name Chas. Gaetano

Address _____

RENTAL AGREEMENT It is understood and agreed that the lessee will return the equipment rented hereunder to the lessor at the expiration of the term hereof in as good condition as when received, normal wear and tear accepted. The equipment hereby rented is to be used solely at your own risk and the lessee agrees to indemnify the lessor against all loss, damage, expense and penalty arising from any action on account of injury to person or property of any character whatsoever occasioned by the operation, handling or transportation of any of the equipment during the rental period, and while said machinery and equipment is in the possession or under the custody and control of lessee. Delivery of materials below at the point where placed by your employees, accepted. Responsibility for the delivery of materials at the point where placed by your employees, and all legal liability connected therewith, assumed.

Boksett

Return

1- Bosch 11/2 hammer

1- pt

2- Chisels

13588

CUSTOMER'S COPY

CHARLES A. GAETANG CONSTRUCTION CORP.

Not posted

Date 8/10/79

Delivery Slip from Yard

Job Onedaga Providence apis

Returned ↓		1	First aid kit
		5	manter 255 padlocks
		1	chalk writer
		2	Squeezers
		1	Desh
		5	Sankhouses
		1	Short Sq shovel
		3	Lg Sq Shovels
		1	SNOW pusher
		1	SNOW shovel
		2	house Brooms
		2	push Brooms
		3	Folding Chair
		1	Desh chair
		1	Site cabinet.

Hartford Accident and Indemnity Company
Hartford Life Insurance Company
Members Hartford Fire Insurance Company Group

NOTICE OF LIEN

TO: Mr. Louis T. Briudisi - 2713 Genesee Street - Utica, New York 13501
✓ Mr. Charles Gaetano - 1506 Whitesboro Street - Utica, New York 13502
Helyn M. Dick - 1301 Storrs Avenue - Utica, New York 13301

SIRS:

PLEASE TAKE NOTICE that the ☒ Hartford Accident and Indemnity Company
☒ Hartford Life Insurance Company
pursuant to Chapter 600 of the Laws of 1949, Article 9 of the New York Workmen's Compensation Law and constituting
Section 227 entitled "ACTIONABLE INJURIES: SUBROGATION" does hereby claim to have a lien for all payments
and awards made upon any and all rights of actions, suits, claims, counterclaims or demands of:

..... who resides at
Helyn M. Dick
(Name of Injured Person)
..... and who was injured on
1301 Storrs Avenue - Utica
(Address of Injured Person)
..... and who was employed by
June 7, 1979
(Date of Accident)
..... and who allegedly was
Visiting Nurses Assoc, Inc.
(Name of Employer)
injured through the negligence of:
Mr. Charles Gaetano
.....
(Name of Third Party)

If you are covered by liability insurance, this notice should be turned over to your carrier so that they may have
notice of this claim.

☒ Hartford Accident and Indemnity Company
☒ Hartford Life Insurance Company
Lienor

Dated: July 24, 1979

Address: PO Box 4925 Syracuse New York 13221

(Signed) *D.M. Callen*

D.M. Callen/tm
Claims Processor

To De Angelo 7/25

INTERIM BILL

November 8, 1978

Gaetano Realty Corp.
311 Turner Street
Utica, New York 13501

RE: 1978-79 Certiorari Proceedings

TO DISBURSEMENTS ONLY

1978

Oct. 3	Photostats	\$ 1.40
Oct. 20	Photostats	33.60
Oct. 26	Photostats	274.20
Nov. 2	Oneida County Clerk -	
	index numbers	120.00
6	John L. Sunderhaft - service	
	of petitions	108.00
	Oneida County Clerk - fee,	
	notes of issue (12)	<u>300.00</u>

\$ 837.20

LJG

532802



February 23, 1979

Mr. Charles A. Gaetano
311 Turner Street
Utica, New York 13501

1579

RE: Charles Town

To counsel and services in the above-entitled matter as set forth below:

Conferences, preparation of documents, telephone calls and travel relative to all leasing at Charles Town facility but more in particular for the following lease agreements:

Van Heusen
Blue Bell, Inc.
Smith Distributors

*Over 80 hours of time.....agreed fee \$4,000.00

Disbursements

1/4/79	Travel to New York City	\$279.99	
9/15/78 to date	Photostats	81.40	
9/15/78 to date	Extraordinary Postage	10.34	
9/15/78 to date	Telephone Charges	84.60	
			<u>456.33</u>
			\$4,456.33

*No hourly charges made for proposed lease with Calkin and other proposed lessees for whom no actual lease prepared.

LJC

532803



B.11 P.

CHARLES TOWN
PRO-FORMA STATEMENTS (1)
APRIL THRU DECEMBER 1979

	<u>APRIL</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>AUGUST</u>
GROSS RENTS (2)	\$26,400	\$30,066	\$33,399	\$37,149	\$45,482
<u>EXPENSES:</u>					
Taxes	\$ 6,700	\$ 6,700	\$ 6,700	\$ 6,700	\$ 6,700
Utilities \$1.00/ft.	6,000	6,880	7,680	8,480	9,280
Water & Sewer	1,000	1,000	1,000	1,000	1,000
Insurance	2,000	2,000	2,000	2,000	2,000
Common Area Maint.	13,000	13,000	13,000	13,000	13,000
General Mgmt.	3,000	3,000	3,000	3,000	3,000
Plowing	<u>---</u>	<u>---</u>	<u>---</u>	<u>---</u>	<u>---</u>
TOTAL EXPENSES	<u>31,700</u>	<u>32,580</u>	<u>33,380</u>	<u>34,180</u>	<u>34,980</u>
PROFIT (LOSS)	<u><u>(\$ 5,300)</u></u>	<u><u>(\$ 2,514)</u></u>	<u><u>\$ 19</u></u>	<u><u>\$ 2,969</u></u>	<u><u>\$10,502</u></u>

532795



CHARLES TOWNPRO-FORMA STATEMENTS (1)APRIL THRU DECEMBER 1979

	<u>SEPTEMBER</u>	<u>OCTOBER</u>	<u>NOVEMBER</u>	<u>DECEMBER</u>	<u>TOTAL</u>
GROSS RENTS (2)	\$51,732	\$55,898	\$60,064	\$64,230	\$404,420
<u>EXPENSES:</u>					
Taxes	\$ 6,700	\$ 6,700	\$ 6,700	\$ 6,700	\$ 60,300
Utilities \$1.00/ft.	10,480	11,280	12,080	12,880	85,040
Water & Sewer	1,000	1,000	1,000	1,000	9,000
Insurance	2,000	2,000	2,000	2,000	18,000
Common Area Maint.	13,000	13,000	13,000	13,000	117,000
General Mgmt.	3,000	3,000	3,000	3,000	27,000
Plowing	<u>---</u>	<u>---</u>	<u>---</u>	<u>2,000</u>	<u>2,000</u>
TOTAL EXPENSES	<u>36,180</u>	<u>36,980</u>	<u>37,780</u>	<u>40,580</u>	<u>318,340</u>
PROFIT (LOSS)	<u>\$15,552</u>	<u>\$18,918</u>	<u>\$22,284</u>	<u>\$23,650</u>	<u>\$ 86,080</u>

(1) - These are operating statements only. Construction costs are not included.

(2) - These rents are for Phase I only. They include only 1st and 2nd floor rental area in Phase I buildings; 3rd and 4th floor areas will be included in Phase II. These figures also exclude 43,000 \pm sq. ft. reserved on the first floor for sit-down restaurants which will be in Phase II.

THE GAETANO COMPANIES
PROJECTED BALANCES OF SELECTED
ACCOUNTS AFTER LOAN & SALE TRANSACTIONS

		<u>BALANCES AT 3/31</u>	<u>EFFECT OF LOAN TRANSACTIONS INCREASE (DECREASE)</u>	<u>EFFECT OF PENDING SALE</u>	<u>PROJECTED BALANCES</u>
<u>GAETANO CONSTRUCTION CORP.</u>					
Cash		\$157,138	\$ 50,000		\$207,138
Accounts Receivable		863,779			863,779
Interco loans Receivable		50,000	(50,000)		---
Accounts Payable		603,916			603,916
Short-Term Debt		---			---
Available Credit Line	\$250,000			\$250,000	
<u>GAETANO REALTY CORPORATION</u>					
Cash		476	16,526	\$100,000	117,002
Accounts Receivable		110,310 *	(106,526)		3,784
Accounts Payable		51,617	(40,000)		11,617
Short-Term Debt		---			---
Interco Loans Payable		50,000	(50,000)		---
<u>CHARLES TOWN</u>					
Cash		8,268			8,268
Accounts Receivable		20,614			20,614
Accounts Payable		277,021 *	(257,000)		20,021
Short Term Debt		143,000	(143,000)		---
Interco Loans		---			---
Available Credit Line	950,000			550,000	
In Use	--		400,000	400,000	

* \$106,526 Interco Billings

532796



LOOKS OKAY TO ME.

WHAT DO YOU THINK?

YOU HAVE TO FILL OUT

BY

Billy - This is a new
form Spencer designed
which should work okay
So look over & comment

Bill

WHOLESALEERS OF BUILDING MATERIALS

GAETANO CONSTRUCTION CORPORATIONBID INFORMATION SHEETSUMMARYPREPARED
BY _____

1.	Gross Bid	\$ _____	_____
2.	Bid Cost Figure	\$ _____	_____
3.	Less: "Buys" Anticipated	_____	_____
4.	Estimated Contract Profit-Gross	\$ _____	_____
5.	Cost to Carry (from Line 24)	(_____)	_____
6.	Est. Net Contract Profit	\$ _____	_____
7.	Allocated Overhead (from Line 34)	(_____)	_____
8.	Estimated Net Profit	\$ _____	_____
9.			
10.			

COSTS TO CARRY

15.	Dollar Amount of Work to be Performed by CAGCC		
16.	Labor & Leased Equipment	\$ _____	_____
17.	Material	_____	_____
18.	TOTAL	\$ _____	_____
20.	Retention Rate X #18 =	_____	_____
21.	Value of #16 Incurred during first 60 days of our portion of work	_____	_____
22.	Total	_____	_____
23.	10% X Line 22	_____ .10	_____
24.	Cost to Carry (to Line 5)	\$ _____	_____

OVERHEAD

30.	Gross Bid	\$ _____	_____
31.	Less: Amount Line 4	(_____)	_____
32.	Estimated Net Cost	\$ _____	_____
33.	X Current Overhead Rate	_____	_____
34.	Allocated Overhead (to Line 7)	\$ _____	_____

BID INFORMATION SHEETSUMMARYPREPARED
BY _____

1.	Gross Bid		\$ <u>1,500,000</u>	_____
2.	Bid Cost Figure	\$ <u>1,450,000</u>		_____
3.	Less: "Buys" Anticipated	<u>50,000</u>	<u>1,400,000</u>	_____
4.	Estimated Contract Profit-Gross		\$ <u>100,000</u>	_____
5.	Cost to Carry (from Line 24)		(<u>10,000</u>)	_____
6.	Est. Net Contract Profit		\$ <u>90,000</u>	_____
7.	Allocated Overhead (from Line 34)		(<u>42,000</u>)	_____
8.	Estimated Net Profit		\$ <u>48,000</u>	_____
9.				_____
10.				_____

COSTS TO CARRY

15.	Dollar Amount of Work to be Performed by CAGCC			
16.	Labor & Leased Equipment		\$ <u>600,000</u>	_____
17.	Material		<u>200,000</u>	_____
18.	TOTAL		\$ <u>800,000</u>	_____
20.	Retention Rate X #18 =	<u>80,000</u>		_____
21.	Value of #16 Incurred during first 60 days of our portion of work	<u>20,000</u>		_____
22.	Total	<u>100,000</u>		_____
23.	10% X Line 22	<u>.10</u>		_____
24.	Cost to Carry (to Line 5)	\$ <u>10,000</u>		_____

OVERHEAD

30.	Gross Bid		\$ <u>1,500,000</u>	_____
31.	Less: Amount Line 4		(<u>100,000</u>)	_____
32.	Estimated Net Cost		\$ <u>1,400,000</u>	_____
33.	X Current Overhead Rate	.03	<u>.03</u>	_____
34.	Allocated Overhead (to Line 7)		\$ <u>42,000</u>	_____